

## **Team Mission** (Proposed, still being considered)

Working with its freight industry partners, the MoDOT Freight Development Team will develop coordinated strategies, actions and policies in order to establish Missouri as a national freight center.

## **SWOT Analysis**

### **STRENGTHS**

#### **Overall Themes**

- Infrastructure
- River and agriculture
- Decent public credibility
- Existing freight hubs
- Progressive urban areas
- I-70 is identified as a Corridor of the Future with dedicated truck lanes

#### **Group Results**

- Strong partnership with the carrier industry
- Credibility with the population as a whole (public credibility)
- Aggressive urban areas with MPOs and smart ports – good starting points (progressive and open urban areas)
- Positive public image
- Re-occurring history of getting things done
- Leadership emphasis on freight
- DED is engaged in Kansas City
- Planning framework
- 32,000 miles on the state highway system
- 2<sup>nd</sup> and 3<sup>rd</sup> largest rail hubs
- Four-lane highways to most large communities
- 80 percent of population within 10 miles of major highways
- Plenty of “geeks” with data
- We have rail/road/river/aviation industries
- Growing economic and demographic base in state
- Customer focus in MoDOT, especially in Motor Carriers
- 2<sup>nd</sup> largest freight mover and variety
- I-70 proposal approved as Corridor of the Future (one of six)
- Seen as a national DOT leader
- We don't have to start at a blank slate – relationships are already in place

## SWOT Analysis (continued)

### WEAKNESSES

#### Overall Themes

- Money
- Knowledge
- Direction – not knowing what to do
- Competition from other states' DOTs

#### Group Results

- No clear champion (Pete?)
- Capacity of I-70
- Slow compared to freight (project development)
- Lack of money
- Competing east/west interests
- Corps of Engineers
- Uninformed staff
- Not an organized effort
- Lack of focus in the freight area
- No cohesion or coordinator for integration, synergy, etc.—still a fragmented effort
- Funding is still not focused in this area – no seed money or anything to entice them immediately for investment
- No serious focus areas or recommendations, strategic plan or vision
- Do not engage the shippers or manufacturers – we react to them
- Coordination with other state agencies is not a mature effort (ex., water resources)
- Limited internal freight knowledge
- Lack of knowledge
- Too much to manage
- No central responsibility for freight development (or is it MoDOT)
- Needs change—discretion in private sector
- Lack of industry coordination and an abundance of competitiveness

#### Strategies for Overcoming These Weaknesses

- Money – *Look for alternative funding*
- Knowledge – *Get training; Seek innovations through “outside the box” thinking*
- Direction; not knowing what to do – *Stop reacting; Develop a good plan that will sell*
- Competition from other states' DOTs – *Partnering and Joint efforts*

## **SWOT Analysis (continued)**

### **OPPORTUNITIES**

#### **Overall Themes**

- Training is available to take advantage of
- Better utilization of what we have in place
- Knowledge sharing
- I-70 Corridor of the Future gives MoDOT an opportunity to model
- Build better relationships with industry
- Look beyond United States' borders for ideas

#### **Group Results**

- Advance and mature in freight issues
- River
- ITS (intelligent transportation systems) for data sharing
- Smart port installed across the state
- Strong job base
- Two big runways not fully used
- DED, through Don Ransom, can work with private sector
- Connect waterways to NASCO
- Future corridors
- Possible container-on-barge, container-on-truck, and container-on-rail
- Need training – take advantage of peer exchange and available information
- More coordination with other state agencies and industry
- Long-range strategic plans and visions
- Make recommendations
- Establish freight coordinator and champion
- KCI has developable land
- West Coast and East Coast are blocked
- Agriculture
- Norfolk rail line between Kansas City, Moberly and St. Louis is underutilized

## **SWOT Analysis (continued)**

### **THREATS**

#### **Overall Themes**

- Need to work to catch up to what other states are doing
- Coordinator or champion to drive this initially and to sustain it – What's the strategic direction (as in SRI, Safe and Sound, Smooth Roads/Brighter Future programs)
- Continuing expansion of the movement of goods
- Looking “backward” for ideas rather than “forward”

#### **Group Results**

- Neighboring states
- Funding falling off the cliff
- Competition with states that have been doing this longer
- Missouri is behind the curve
- All fixes are expensive
- Industry growth
- Increasing volume of truck traffic
- Congestion
- Lack of funding
- Stay in silos
- Lack of focus/champion or lack of someone to drive the idea
- Lack of funding/costs not being met

## **Next Meeting**

- Schedule for the second week of January
- 10:30 to 3:00 timeframe
- Items to discuss
  - What can be the freight “WOW”?
  - Review district responses to *National Framework*
  - Set goals for the team
  - Review training proposal
  - Presentation on *Corridors of the Future*
  - Review results of the *Freight Optimization* study (during lunch break)

## **Action Items** (to be completed prior to the next meeting)

- Each participating division or district gets input from their respective units on the *National Framework Policy*
  - Send results to Organizational Results (Ernie or Greg) by November 15
  - Organizational Results send compilation back out one month prior to the next meeting date
- Linda Clark – develop a presentation on *Corridors of the Future*
- All team members generate a freight *WOW* idea
- Organizational Results prepare a team training proposal

## **Freight Activity**

### **MoDOT – Multimodal Operations’ Division**

- Working with Organizational Results on research activities related to freight movement. The Rail Capacity Analysis study was one such project completed. This study provides the basis for next year’s budget request. A passenger rail study is being considered.
- Freight Optimization Study is underway with the first mode – ports. This first phase will provide a template for studying the other modes. Ports and Waterways Symposium will be held to get input from a variety of stakeholders.
- A study on techniques, equipment and strategies to address the Missouri River’s low-flow situation is being looked at.
- MoDOT is meeting with Missouri’s major airport authorities to pursue opportunities to attract more freight carrier business
- Senate Committee presentations are scheduled for October in St. Louis.

### **MoDOT – Motor Carrier Services’ Division**

- MCS has taken a proactive approach to delivering better customer service to its large accounts by assigning a single agent to work with their transactions.
- A Partnering for Innovative Efficiencies meeting is scheduled for November 7 with representatives from the motor carrier industry. The meeting allows MoDOT to identify opportunities for improving its service with input from its various stakeholders.
- There is an increasing number of over-dimension/over-weight permits being issued.
- Virtual weigh stations are being studied for their applicability in Missouri.

### **MoDOT – Transportation Planning Division**

- Continuing to work with our planning partners to identify and review priorities that affect Missouri’s transportation system beyond highways and bridges.
- There is a need to secure more funds for this area as we move forward.
- Continuing to locate good, reliable sources of data on freight volumes.

### **MoDOT – Traffic Division**

- Working to improve incident management on Interstates 70 and 44. Dynamic message signs are now located at numerous points along these interstates and will provide important information to drivers along this route as incidents occur. Efforts are being coordinated with Motor Carrier Services to provide this information directly to motor carriers.
- A Critical Road Closure Map is now located on MoDOT’s internet Website.

### **MoDOT – Southeast District (District 10)**

- Heavily involved with port authorities along the Mississippi River by serving on transportation advisory committees.

- Completed intermodal projects with highway-to-port connections.
- Freight emphasis is important to this district because the movement of agriculture products out of this area is a huge part of the area's economy.

### **MoDOT – St. Louis Area District (District 6)**

- A new multimodal facility is in place in downtown St. Louis. However, the facility serves passenger traffic more so than freight traffic.
- The St. Louis area has lots of opportunity for developing freight movement; however, there has been no strong emphasis prior to this point.

### **MoDOT – Kansas City Area District (District 4)**

- MoDOT is participating in a truck-only lane study. Missouri's Interstate 70 is included in that study.
- Mid-America Regional Council (MARC) is completing a freight study for the Kansas City area
- Kansas City International Airport is redoing its airport master plan. Freight movement should be a factor that is addressed in this plan.
- Kansas City's SmartPort is in a non-profit economic development organization charged with growing the Kansas City area's transportation industry by attracting businesses with significant transportation and logistics elements and to make it cheaper, faster, more efficient, and secure for companies to move goods into, from, and through the Kansas City area.
- Kansas City Port Authority has an agreement with Center Point Properties to develop an intermodal facility at the former Richards-Gebaur Air Force base.
- New interchanges are being designed in the area to better accommodate freight traffic.

### **MoDOT – Southwest District (District 7)**

- Interstate 44 provides a vital link between trading partners in Central and South America and the United States' eastern coast.
- Plans are being studied to create Interstate 49 along the US 71 route. The new interstate would increase use of Kansas City's Smart Port.
- There is a strong presence of Fortune 500 companies in the northwest corner of Arkansas around Wal-Mart's headquarters in Bentonville, AR.
- Joplin has a significant number of trucking companies' terminals.

### **Federal Highway Administration**

- A number of training programs in the freight movement field are available to state DOT's through the National Highway Institute.
- The peer exchange process provides opportunities for state DOTs to learn from one another as they evolve in developing efforts to improve freight movement.
- FHWA has created a Freight Development Program Website that provides a variety of resources for state DOTs to use.

- The Framework for a National Freight Policy is important for states to study and to develop. This process will affect reauthorization funding. (Copies of the Framework were distributed.)

### **Missouri Department of Economic Development**

- DED has met with freight and logistics industry leaders to assess the current situation in Missouri. (The minutes of the Industry Council meeting that DED held were distributed.)
- NASCO, a non-profit group initially founded in 1994 as the I-35 Corridor Coalition, represents member cities, counties, states, provinces and private sector members devoted to maximizing the efficiency and operations of the existing U.S. Interstate Highways 35/29/94 (the NASCO SuperCorridor) and the intermodal inland ports NASCO has inspired to sprout along them. NASCO and Lockheed Martin are creating a subscription service for freight movement. Most notably, they are trying to locate a headquarters or at least a marketing department in Missouri. This development may create around 350 jobs.
- A Railroad Training Facility is in place at Metropolitan Community College in Kansas City.
- Information on the Transportation/Logistics Industry Council is available.